



US Army Corps  
of Engineers®  
Nashville District

# DistrictDigest

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Photo by Dave Treadway

## On the Cover

Sherry Phillips, Stacey Bennett and Carol Warren are surrounded by a collection of new toys collected by employees of the Nashville District for disadvantaged children in eastern Kentucky. Toys were distributed in Harlan and throughout Whitley County by Joyce Nunn of the organization Proud Kids. Joyce said the toys helped ensure that each eligible child received toys at Christmas time.

## DistrictDigest

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Information about the Nashville District may also be found on the District's homepage at: <http://www.orn.usace.army.mil>.

# Lieutenant Colonel Steve Gay

# The Bottom Line

**H**appy New Year to everyone in the Nashville District! I hope you had a relaxing and peaceful holiday.

2001 was an outstanding year for my family, the Nashville District and me. I found the year filled with lots of hard work, many successes, and too many acts of selfless service and teamwork to mention. I suspect 2002 will present all of us with the same number and types of challenges that we found in 2001. Rather than have a list of New Year's resolutions, I add focus to my work and life by establishing priorities for the upcoming year. By writing my priorities down and looking at them periodically throughout the year, I find that I am better focused and spend my time more wisely. And just in case you haven't yet stopped reading my column, I thought I would share my professional and personal priorities for 2002 with you.

## **Professionally, priorities are:**

**- Take care of people.** I truly value the service of everybody in the Nashville District. Each of you deserve the very best the U.S. Army Corps of Engineers and I have to offer. In general, I intend to visit you at projects and in offices more often to recognize and thank you for your efforts. Specifically, I intend to change the employee of the quarter program to employee of the month, conduct an employee survey and take any appropriate corrective action, institute a new "On the Spot" awards program, institute a new district and individual training management system, and ensure we have the safest possible work environment.

**- Develop new and improve existing relationships with key stakeholders and customers.** The U.S. Army Corps of Engineers and the Nashville District exist to serve the Nation. To do this, I must do my part to cultivate relationships with the public and the organizations we serve. Specifically, I intend to develop a strategic relationship and communications plan to help ensure we are meeting the needs of our customers and stakeholders.

**- Champion the Project Management Business Process.** USACE will implement PMBP as the process we all use to deliver quality projects and services to our

customers beginning October 2002. I intend to champion the integration of PMBP in the Nashville District via professional development sessions with our senior leaders.

**- Increase awareness of deficient operations and maintenance (O&M) funding levels.** For the last several years everyone in the district has done a great job at doing more with less. Soon, it will be necessary to restore O&M funding to a level that will allow us to repair and maintain our aging infrastructure at the level that our customers and stakeholders deserve. I intend to take every opportunity to provide factual information stating the impact of recent reduced O&M funding levels to our customers, stakeholders and congressional delegations so we can make informed decisions on how to solve this problem.

**- Continuously improve.** Great organizations like the Nashville District are never satisfied with the status quo and always strive to improve. I am committed to this philosophy and intend to seek continuous improvement through systematic monitoring and execution of the Nashville Business Plan, participation in the Tennessee Quality Award program and support of the Employees Achieving Greatness and Leadership Excellence (EAGLE) and Leadership Development Programs (LDP).

**- Make a difference and have a good day...everyday.** You've probably heard me say this before but just in case you haven't, I want you to know that I feel like I am the luckiest person alive. The combination of being blessed with a great family, community, and job makes it easy for me to have a good day...everyday. It also provides me the motivation I need to make a difference in the lives of my family, my community and to each of you in the District in payment for the value you add to my life. For 2002, I reaffirm my commitment to make a difference and have a good day...everyday.

My personal priorities for 2002 are:

**- Spend quality time with my family.**

Our jobs as public servants sometime require long hours and extended periods of



time away from home due to travel. When I am not traveling I intend to work more efficiently and delegate more to achieve this objective.

**- Maintain Physical Fitness.** I am more effective mentally and emotionally when I am in good physical condition. For 2002, I am committed to exercising no less than five days per week and completing one marathon.

**- Live in accordance with the Army values.** I embrace the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage as guidelines for my personal and professional conduct. I intend to conduct periodic personal assessments to evaluate my compliance with these values to ensure I am the best husband, dad and leader that I can be.

Before I close, I want to recognize a few acts of teamwork that resulted in outstanding events, meetings, products, or services during the last month. The Chickamauga Lock Draft Feasibility Report was released for public comment in December due to the efforts of Wayne Huddleston and the entire project delivery team. The annual Christmas play and luncheon was a huge success due to the writing and directing of Stephanie Coleman and the entire team of actors, stagehands and choir members. Chaplain (COL) Lowell P. Moore's visit was a great success due to the efforts of Carol Warren and Avis Kennedy and many others who helped with his visit. Metro Nashville and Tennessee partnering sessions were extremely productive events due to the efforts of representatives from Operations, Engineering and Construction, Real Estate, and Planning, Programs and Project Management.

This month's deaths of four people in

**Continued on Page 15**  
**See Bottom Line**

# EAGLEs Graduate at Belmont

Story and Photos by Dave Treadway

**T**he 2001 EAGLE class has now earned its wings. They graduated in a ceremony at Belmont University November 27.

At graduation each was asked to tell those in attendance of events or character traits for which they would like to be recognized or remembered.

Marshall Jennings wanted to be remembered for his passion for wildlife management. "I guess you could probably label me as a 'Sportsman' at heart. Hunting is my heritage. My passion is the great outdoors whether it is wildlife conservation or the promotion of ethical hunting. I like to call it the Spirit of the Wild."

Mark Herd said he would treasure the friendships cultivated during the 2001 EAGLE adventure and he wanted to be remembered as a true friend and a good father.

Ken Jones wanted to be remembered for doing the right thing, like when he coached his daughter's soccer team this past season. "I felt that making sure each child played as much as possible was more important than winning games," Jones explained. "We didn't win any games, but I knew I had done the right thing when after the season was over all the kids and parents asked me to keep the team together and continue to coach them through the indoor winter season. The kids had fun, got to play and actually realized it's just a game."

Debra Fletcher chose to comment on what she considered her purpose in life. "I feel like I was created to be there for



**Mark Herd talks about his expectations of EAGLE class 2001.**



**The EAGLE class 2001 was comprised of (from left) Debra Fletcher, Carol McDaniels, Galon Ramey, Rhonda Varnell, Beryl Newsome, Sharon Wilson, Ray Hedrick, Annie Stewart, Miller Moore, Marshall Jennings, Mark Herd, Ken Jones, Joe Stevens, Joanne Booker, Jerry Strother, and Dan Dowlen. Joanne Mann (not shown) served as the Class Coordinator.**

whoever needs me," she began, "if only to visit or be a shoulder to cry on. I work hard to make everybody else happy, partly because that's what makes me happy. I know I can't fix everything, I can't heal all wounds, but I'll give it my best shot. I realize that my purpose, as I see it, has given me the opportunity to grow into the strong person that I am and it has taken me from an unhappy place where nothing is satisfying to a happy place where common sense prevails."

Annie Stewart said, "I want to be recognized for having a good name, a good reputation. I would like to be recognized for being a good mother, a good wife, and a good example for my children. In the community I want to be recognized as a good neighbor. In the workplace I want to be recognized for my initiative and for being a team player, with my mission in the forefront. Most importantly, I want to be recognized for my good relationship I feel I have with my God. An ancient proverb says, 'A good name is better than good oil.' In ancient times, oil was a very precious commodity, but a name is even more valuable than oil and so I want to be recognized for my good name."

Dan Dowlen wanted to be recognized as a good father to his new daughter, Hanna, born in July while he was enrolled in EAGLE. "I want to be remembered as a

good husband and provider, someone who is a hard worker. I served 15 years in my community as a volunteer fireman, as a first responder. I hope I made a difference in the lives of some people then, I really enjoyed that. I want to be known as someone with a good personality, able to get along with people, make friends easily. I hope to someday be a good boss. I started out at the bottom at Cheatham Power Plant and I hope to end my career on top, as a leader."

Joanne Booker wanted to be recognized for being loyal, dedicated, friendly, honest and considerate of others. "I believe one should do all they can and always do their best at whatever they do. My mother always said when you do something, do it to the best of your ability. I also believe in doing what I can, for whom I can, when I can. I enjoy working with people and being a team player. Being an EAGLE participant has been a great experience for me. I thank the Corps for giving me this opportunity to represent them in this program. We should always have something to be thankful for. We don't know what tomorrow holds, but I do know who holds my tomorrow!"

Ray Hedrick said, "I'd like to be recognized for the things I have fought against over the years. But even more than that, I want to be recognized for just

**Continued on Page 11**  
**See EAGLEs**



# Nashville District Wins 2001 Tennessee Quality Commitment Award

by Dave Treadway

Tennessee Quality last month announced Nashville District, U.S. Army Corps of Engineers, as a winner of the Tennessee Quality Commitment Award for the second consecutive year.

Quality Commitment Award recognition is provided to organizations that have demonstrated, through their commitment and implementation of quality management principles, progress in building sound and notable processes. Winning organizations have documented a solid approach to system-level quality management and are implementing plans and procedures.

"The search for success in business," said Marie B. Williams, president of the Tennessee Quality program, "has become a search for excellence. The 2001 Tennessee Quality Award winners represent the best of Tennessee. U.S. Army Corps of Engineers, Nashville District, and many other organizations have done a great service to Tennessee by setting high standards for others to follow. They have had the courage to change and the diligence to work," Williams said.

Governor Don Sundquist echoed those sentiments. "The quest for excellence distinguishes Tennessee as a place where businesses flourish," said Sundquist, "consistently high-quality standards are set and a skilled, competent work force is ready for future challenges. Tennessee Quality winners not only attain the highest national and international quality standards in their industries year after year - they set them. I am proud of the 2001 Tennessee Quality Award winners, and I applaud their accomplishments. These organizations serve to enhance

Tennessee's reputation as the 'Quality State.' Congratulations."

Lieutenant Colonel Steve Gay, District Engineer, said, "The Tennessee Quality Commitment Award is certainly an honor but it's also only a snapshot of where we are and where we are going. As a result of TQA, the Nashville District's continuing improvement process is firmly in place. The TQA process forced the District's leadership to examine our goals, objec-

others in receiving the Quality Commitment Award. Seven organizations will receive the advanced Quality Achievement Award, and one company will receive the prestigious Tennessee Quality Excellence Award.

The Quality Commitment award represents a four-year process of quality improvement and gives the District authority to use the Tennessee Quality Commitment logo throughout the year.

The District participated in the Army's Performance Improvement Criteria in 1998 and 1999 before competing in the state of Tennessee.

Under the TQA program, a board of examiners made up of more than 200 experts on quality, representing business, industry, trade and professional organizations, assess applicants using seven criteria. The criteria are leadership, strategic

planning, customer and market focus, information and analysis, human resource focus, process management and business results. Examiners also plan and conduct site visits.

The Tennessee Quality program is patterned after the Baldrige National Quality Award, recognized as the national standard of excellence for quality and productivity. Unlike the Baldrige Award, the Tennessee Quality program is open to all business and industry as well as governmental agencies and public and private educational institutions.

Tennessee Quality Award is an effective public-private partnership. It is sponsored by the Tennessee Department of Economic and Community Development, and governed by an independent Board of Directors through a 501(c)(3) not-for-profit corporation.

LTC Gay will accept the award at the Tennessee Quality Conference at the Renaissance Nashville Hotel. □



tives, and targets; our problems and solutions; our business plan; and our future. Now, every leader, manager, and employee in the District is focused on making a positive difference every day. I'm sure that in the year 2002, the Nashville District will not only be recognized for our *commitment* to quality but also for our *achievement* in quality as we earn the next higher level award: Quality Achievement!"

Organizations and businesses in the Quality program are recognized at one of four levels: Quality Interest, Quality Commitment, Quality Achievement or the prestigious Quality Excellence. Awards will be presented January 31 to winners in the ninth year of the statewide program to stimulate the economic well-being and quality of products and services in Tennessee through quality management practices.

Twenty-nine organizations will be recognized at the Quality Interest level. Nashville District will join twenty-three

# Partners Provide for Reforestation

*Story and Photos by Sondra Hafling,  
Environmental Protection Specialist  
Dale Hollow Lake*

Even as the news is full of an economic downturn, in Tennessee communities, outdoor organizations, even children, recently came together to completely re-forest a favorite federal campground that had been devastated by tree-killing pine beetles. And it didn't cost the federal government a dime.

Dale Hollow Lake, a local jewel and vacation destination for millions, is reaping the many benefits of reforestation thanks to dedicated partnering groups. The Dale Hollow Chapter of the National Wild Turkey Federation, the Dale Hollow Lake U.S. Army Corps of Engineers and the Friends of Dale Hollow Lake, Inc.'s partnership created Project Phoenix in the fall of 2000 to combat local environmental devastation. This effort has now begun to work its magic as recreation areas and parks at Dale Hollow Lake are reforested for a beautiful green future.

The Southern Pine Beetle, part of a pine tree epidemic that swept through the southeastern states, ravaged the mature, non-native loblolly pine forests planted at Dale Hollow Lake approximately 50 years ago for conservation measures and erosion control. Southern Pine Beetles have always been present, however, the severe outbreak earlier this year was due to several warm winters together with several years of drought. The beetles bore directly through the bark and the females

construct long, winding, S-shaped tunnels that eventually girdle the tree, stopping the flow of water and nutrients. The pine trees are damaged beyond their ability to survive, and the infested trees fade to yellow, then bright reddish brown, before losing their needles and dying. The U.S. Army Corps of Engineers had no choice but to remove vast numbers of dead trees in developed recreational parks as a matter of public safety and environmental stewardship.

Two of Dale Hollow's most popular campgrounds, Lillydale and Willow Grove, were the hardest hit. Approximately 1,500 large, infested pine trees were removed from both campgrounds. The tragic scene of charred tree debris and fresh stumps was all that remained of the pines that once provided canopy for a generation of campers and nature lovers. Realizing the need for a proactive tree restoration plan, Project Phoenix was born.

Project Phoenix, a partnering effort among the Dale Hollow Chapter of the National Wild Turkey Federation, the Dale Hollow Lake U.S. Army Corps of Engineers and the Friends of Dale Hollow Lake, Inc., takes its name from an American Indian legend that the Phoenix is the thunderbird, believed to be a powerful spirit in the form of a bird. Through its work, the earth is watered and vegetation grows. Lightning is believed to flash from its beak, and the beating of its wings results in the sound of rolling thunder.

As a joint effort for Dale Hollow, Project Phoenix is designed to replace dead pines with native hardwood tree species in damaged campgrounds, recreational areas, and other potential natural areas. The devastated forests will be replanted with a mix of healthy native hardwood trees to include various oaks,

dogwoods, redbuds, maples, ashes, black and sweet gums, tulip poplars, and other native shade and landscaping species.

The project's first 30 trees were planted in Lillydale Campground on Saturday, Oct. 27, last year. In conjunction with their fall jamboree, approximately 100 Boy Scouts and adult volunteers from the Upper Cumberland District of the Boy Scouts of America used this project as part of their annual Scout service to their community. The theme for their volunteer effort was "Service to America," and provide a great

## People

service they did.

"They also cleaned up the entire island...where we provide tent camping," said Ronnie Smith, Dale Hollow Lake Resource Manager. "We still had many limbs, roots and rocks that needed to be picked up. They cleaned up the entire island by hand. That was a tremendous help to us."

"The Scouts had a very valuable experience," Smith added, "as they learned about nursery stock and tree transplanting procedures. Although this experience was a small part of a worthy project, they will have the benefit of returning in the future with their own families and take pride in knowing their efforts have produced a living long-range enrichment to the environment. Future visitors to Lillydale campground will reap great benefits of shade and scenic beauty from the Boy

**Continued**



**Photo courtesy of Clay County Citizen-Satesman**

**Friends of Dale Hollow, Inc., chairperson Vada Kirby (third from left) accepts a \$500 donation from Elizabeth Hitchcock (far left), director of community affairs for Bank of Putnam County, and Wanda Krantz, vice president of the Bank of Overton County, while Dale Hollow Lake Resource Manager Ronnie Smith (center) accepts a \$2,000 check from Bob and Kim Passeretti of the Tennessee chapter of the National Wild Turkey Federation.**



**Workers use heavy equipment in the fall of 2000 to remove damaged pine trees from affected campsites at Dale Hollow Lake.**





**Hard-working youngsters from the Upper Cumberland Boy Scouts of America finish up the final tree planting process by adding arbor tape to tie and stake one of 30 trees planted under the supervision of Ranger Gregg Nivens, Conservation Biologist for the Corps of Engineers.**

# How to Build a Forest

by Mark Willis

The air was brisk on Saturday October 27, 2001, as approximately 100 Scouts and adult volunteers from the Upper Cumberland District of the Boy Scouts of America gathered for the morning flag ceremony at Dale Hollow Lake's Lillydale Campground. After the flag had been solemnly folded, the Scouts gathered up their equipment for the day – not fishing poles, or even canoe paddles, but instead, shovels and picks - because they were here to “build a forest”.

Both Lillydale Campground, and nearby Willow Grove Campground, on Dale Hollow Lake, fell victim to the Southern Pine Beetle, which has ravaged pine forests throughout the Southeastern United States. Approximately 1,500 dead loblolly pines had to be removed from both of these popular campgrounds. Campsites that were once shaded by 50-year-old pine

trees have now been fully exposed to the sun.

The overwhelming devastation to these two beloved campgrounds has since resulted in the creation of “Project Phoenix”, an ambitious partnering effort between The Tennessee Chapter of the National Wild Turkey Federation, The Friends of Dale Hollow Lake, Inc., and the Corps of Engineers. The goal of this joint venture is to restore the forests to both of these campgrounds by replacing the dead pines with native hardwood species.

The National Wild Turkey Federation has since donated \$4,000, and the Bank of Putnam County donated \$500 to the Friends of Dale Hollow Lake, Inc., to be used to purchase trees for both of these campgrounds. In addition, the general public contributed over \$1,000 to the “Friends” for project Phoenix.

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**See Build a Forest**

## Continued

Scouts’ service to their lake”.

Project Phoenix will likely take several years to complete, especially as new damaged areas surface requiring reforestation or replacement of plants that fail to survive the first year’s growth. The goal of “Project Phoenix” is the planting of 500 diverse native species for both Lillydale and Willow Grove campgrounds. An additional 50 to 100 balled and burlapped, or container trees, are proposed for bank stabilization if additional donations are received.

The Dale Hollow Chapter has, through the National Wild Turkey Federation (NWTF) “Operation Heartland” program, donated 210 large diameter hardwoods that the Corps of Engineers has planted with more promised for 2002. All contributions received go toward Dale Hollow’s reforestation project and Project Phoenix.

Kim Passeretti, who serves as the coordinator for Project Phoenix, explained, “The Dale Hollow Chapter is proud to have this opportunity to dedicate funds to a project that is enhancing, creating, improving and renewing wildlife habitat, while bringing back the natural beauty of Dale Hollow Lake.”

In addition, many individuals and

families have made contributions to Project Phoenix on behalf of loved ones or just for their personal fondness for the lake.

“All of our stakeholders and partners have been great to provide to the Friends of Dale Hollow the cash donations necessary to purchase all of the trees,” Smith said. “The Corps of Engineers has not had to purchase a single tree out of this restoration project.”

Project Phoenix does not stop at just reforestation of two popular recreation areas, according to Passeretti. The project will expand into establishment of warm

season grasses and winter wheat plantings in many shallow lake flats. Native wildlife, including deer, wild turkey, eagles, ducks, and fisheries will benefit through habitat enhancement with better nesting cover, improved summer brood habitat, creation of fall mast crops and providing for winter foraging habitat.

Members of the Future Farmers of America from Upperman High School in Baxter, Tenn., improved the campgrounds for different guests by constructing nesting boxes for birds in both Lillydale and Willow Grove campgrounds. □

**Some of the 100 Boy Scouts from the Upper Cumberland Boy Scouts of America plant the first 30 hardwood trees along the shore of Dale Hollow Lake to replace pines destroyed by the southern pine beetle.**





# Twelve Days Until Christmas

by Steven Foshee

Only twelve days until Christmas and the District hallways took on a new look. It all started with one door being decorated for Christmas but opened the hearts of many.

Christmas caroling could be heard outside the closed door to the Real Estate Office and as the door slowly opened the magical Christmas displays were revealed and a live nativity scene reminded everyone of the meaning of Christmas. Mickie Porter said,

"I thought the door should be an introduction to what was inside." As Mickie Porter, Janie Billingsley and Latoya Derrick led the judges through the office they explained each decoration and the meaning of Christmas.

On the way out of the office the judges passed a colorful Christmas tree with a train going around the base. The last touch was several animal cookies to remind all of us it's not the cost of the gift that counts but the thought. In amazement Kristal

Jones, Carol Warren and Peggy Harker went forth to judge other offices.

Although the judges remarked on the professional look of each office, several stood out such as the patriotic Christmas tree theme of our Human Resource Office.

Gloria Cartwright reflected on how September 11 continues to affect all of our lives. She said, "My husband is a Senior Master Sergeant in the Tennessee Air National Guard. He is deployed to the East Coast and won't be home for the holidays.

I sent a similar patriotic Christmas tree to him and his fellow airmen. It was a big hit. After I shared this story with my coworkers in the Human Resource Office, they decided to

use this theme to demonstrate our appreciation for all the airmen and soldiers who won't be with their families during the holidays. My favorite decoration is the delicate angel at the top of the tree watching over the soldiers." Along with the door and office decorations, several offices gathered toys for the disadvantaged children. Carol Warren remarked, "Christmas is a time of giving, our gifts can be the bright light that shows a child someone cares. My Christmas wish would be that all children know that someone cares and I believe that the Nashville District Corps family does their part in seeing that this happens. This year we gave toys to Bell and Harlan County, Kentucky. Several offices also participated in the Salvation Army's 'Adopt an Angel' program. As a District and a team player in our community we have also answered the call from the Second Harvest Food

Bank and provided boxes of canned goods. As with any Christmas celebration, a traditional Christmas luncheon or breakfast rekindles friendships among employees and retirees

Construction and Operation employees held their luncheon and several retirees were on hand. Don Sharp and Miriam Stovall reflected on the values



(Left Photo) Bob Miller as the Grinch, and Patricia Hubbard as his partner in crime, plot ways to steal Christmas in the annual Christmas production



(From left) Latoya Derrick, Janie Billingsley and Mickie Porter sing Christmas carols.



**The Real Estate Division nativity scene.**  
**Wisemen:**  
**Larry Graham, Johnny Rice, Don Fulcher, Pat Carwright as Mary and Perry Sweet as Joseph.**



Elvis's Doorway in RM





Written by Stephanie Coleman. (Right photo) The Grinch and his helper gleefully swipe all the Christmas presents.

ends and co-workers as they read the new Construction and Operations office changes. Dan Hall, Nancy Eason, Don Spann and Katherine Hale caught up on Corps news during the luncheon. Jeff Reinert and Maurice Thompson discussed the economy and current affairs of our nation. Towards the conclusion of the luncheon Santa Claus showed up and I took time to listen to several minute Christmas wishes. The field offices were also in swing during the holidays. J. Percy Priest staff held their Christmas luncheon and shared memories with numerous retirees and former J. Percy Priest employees. Bill Colvin, Source Manager and staff welcomed retirees and former employees. Colvin remarked the excellent working relationships we have all built over the years and the importance to take time during this holiday to be thankful for what we have. Ann Margolis, Donna Jones, Jeanette Smithson, Russell and I were a few of the retirees



Retired Corps employees Jeanette Smithson and Ann Margolis enjoyed catching up with old friends at the Christmas Breakfast at J. Percy Priest Lake.

who attended the breakfast. After attending the breakfast, several retirees went to the Regulatory Office Christmas open house.

Ron Gatlin, Chief Regulatory Office, chose to welcome guest and former employees to their Christmas open house. Several retirees toured the new office facilities and remembered old Corps stories where the regulatory staff had helped them over the years. □



Door decorated like a gift in RM.



Wanda Coleman decorates her workspace with a Mr. & Mrs. Santa Claus display.



Gloria Cartwright's patriotic Christmas tree in appreciation for all the airmen and soldiers who want be with their families during the holidays.



Jim Dyer, retired park ranger attends the Christmas Breakfast at J. Percy Priest Lake



The Operations staff, (back row, from left) Ralph Ownby, Mike Ensich, Phillip Barney, Ed Morris, (center) Shirley Wilson, George 'Santa' Groghan, Yvette Walker, (front) Julie Reeves and Debbie Groghan, pose with the office Christmas tree.



# LDP Class of 2001 Looks to Past, Future

Stories and Photos by Dave Treadway

The 2001 Leadership Development Class celebrated the end of a productive year December 13 with graduation ceremonies at Belmont University.

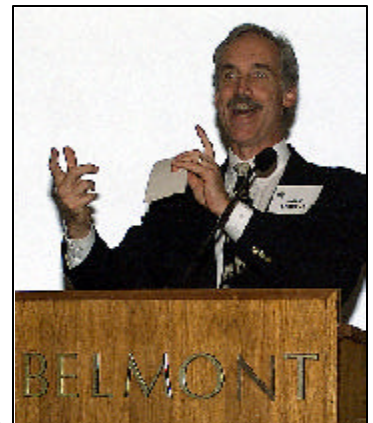
Class of 2001 may well be remembered as the over-achievers.

They completed three projects, one more than traditionally undertaken by an LDP class. They researched old navigation locks on the Cumberland River to preserve a slice of the history of the Nashville District before time forever erased those landmarks. They began an oral history

program that focused on former Lockmasters. This project resulted in a District History webpage destined to become much more than a history of the old locks. Class of 2001 also studied an Automated Training Management Program based on the District's Mission Essential Task List (METL). The automated program will allow the selection of training classes via a formal process based on accomplishment of the District's mission. The class also created a formal process for orienting

new employees to the Nashville District. They produced a 14-minute video about the

District, an Orientation Briefing about the Corps of Engineers, and a formal schedule for educating and informing new hires and those new to the area. □



**Jody Stanton, LDP Class Coordinator, speaks during the graduation ceremonies at Belmont University.**



**Jean Todd (left) presents Belmont University instructor Martha Kelly with a memento from LDP 2001 inscribed with the words "...you've shown us that the strength of the team is in each member, and the strength of each member is in the team."**

## Major Shelton Discusses the Art of Leadership

Major Richard Shelton, Deputy District Engineer, spoke to the group about his various leadership experiences. He reflected on college leadership classes and various leadership billets in which the Army had placed him since college. He characterized this time as one leadership development course after another.



**Major Richard Shelton  
Deputy District Engineer**

So when ordered to Nashville District, he thought the Army was bringing him here to tap into his

leadership skills, all the techniques they had spent so much money developing.

"But fortunately," said Shelton, "the senior leaders in the District were wise enough to keep me out of trouble. I arrived all eager to make changes but leaders like Barney Davis prevented me from hurting myself."

He said several of the District's senior leaders became his mentors. He then got a new mentor when LTC Gay arrived and showed him how to be both an expert servant and an expert leader.

"LTC Gay introduced me to a book called *The Servant*," said Shelton. "I highly recommend it. It's short and only an hour or two read but it covers three things."

"The first is power versus authority. The second is serving your employees. The third is love and leadership. The author defines leading with power as having the rank on your shoulder, walking

into a job and having the power to do what you want. The only problem with having power is that it can erode a relationship very quickly. Authority is just getting respect from people. Equally important is serving your employees you are tasked with leading. I have learned a lot from them.

"The author of *The Servant* uses I Corinthians verse four to define Love. Love is patient, Love is kind. What this author said is that Love is a feeling. What the Bible meant is Love is a verb and we should love our employees. Love is also kindness, humility, respect, selflessness, forgiveness, honesty and commitment."

He explained that leaders should display all these qualities for employees under their care and, in doing so, accomplish great things. He assured graduates that they did, indeed, possess these qualities and exercised them during their year of instruction at Belmont University. □



**EAGLE  
Continued  
From Page 4**

making a difference as a Christian, with my family, as an encourager, and as a conservation-

ist. Bottom line, if you have lived a life without making a difference, you really haven't lived your life, you have just lived an existence."

Rhonda Varnell said she wanted to be recognized for three things. "I want to be recognized as a Christian who walks the walk, not just talks the talk, for being willing to share what I have learned with others, and having wisdom. I like a quote that I saw once that says, 'All I know is what I have learned, but what I have learned is not all there is to know.' What that means to me is that learning is a process that will never end. No one knows everything but I feel like it is my responsibility to take the time to show someone or to share with someone my triumphs and my defeats. Then maybe they can accomplish their goals faster than if they tried to do it by themselves."

Miller Moore wants to be recognized for being a hard worker and someone who knows his faults and takes actions to correct them, one who is not afraid of a challenge, a person who can accomplish anything he puts his mind to. "One day," Miller said, "I hope to be recognized for being a well-balanced engineer, and having knowledge of all parties that are involved, like the designers, the contractors, the operators. I want to be recognized for hard work."

Carol McDaniels is very proud of her two sons and likes to be recognized as Jeff or Jacob McDaniel's mother because of the influence she has had on them in that role.

"I don't think there is any better kind of recognition than when someone compliments you on a job you have done. This class has shown me that I am a realist, someone who is level-headed, someone who is practical, someone who can be counted on, someone who will do a good



**Ray Hedrick  
2001 EAGLE Class**

job on any assignment. I'd like to be known as someone who had good common sense. I don't think I will ever be recognized for greatness but I do think I have done a lot of good things. Lastly I want people to know that I was raised in a home where I was taught the truth, to be honest, to accept responsibility for what I have done. And I want my children to be able to say that. I want people to recognize that I have been taught to love and worship my God."

Galon Ramey would like to be remembered as someone who was always fair in all his business dealings. "I want folks to say I was firm when I had to be but I was flexible enough to allow some leniency when it was necessary. I don't mind being last in line. I was never one to volunteer and step forward, but if no one else would do the job, I don't mind taking over to get it done. I would like to be remembered for my service to my Lord and savior Jesus Christ. As a husband I want to be known as someone who didn't mind doing the cooking, or the cleaning, or the dishes when my wife came home from working outside the home, totally exhausted. I want her to remember me as someone who treated her as an equal. I want to be known as one who loved his children."

**People**

Sharon Wilson wants to be remembered as someone who could laugh even when the situation merited tears. Sharon recently lost her father and recalled how that brothers and sisters, even in the time of sadness, could think of good things about her father and laugh. "Laughing is contagious," Wilson said, "it has a domino effect and, once you start it, others will follow. I'd like to be known for my ability to be flexible because life throws us a lot of curves and if we're not flexible we can't handle it. God created these two arms right here," she gestured, "for hugging and I do a lot of hugging. I've been told that my hugs are better than the average bear. I also believe I'm a good leader and I would like to be recognized for my leadership abilities." She also wanted to be recognized as a good Christian, a trustworthy and honest individual, a loving caring daughter, a great mother, and a lady who had no prejudices.

Jerry Strother would like to be remembered for his ethical conduct, as a person

who had a positive attitude and made a contribution to the job every day, one who always showed respect for others.

Beryl Newsome wants to always make a difference. "I had the opportunity," said Newsome, "to be a teacher for 20 years and while you teach there isn't a lot of monetary value, there is a lot of spiritual and personal value to it. As a teacher, I had students stay in contact with me from the 4th grade all through college and when they would write and tell me what a difference I made in their lives as a teacher, well, there is no other feeling like it. I would like to make a difference in my children's lives, in my husband's life, my friends' lives."

Joe Stevens wants to be remembered for his integrity. He always wants his word to be his bond and to be remembered that way. He used his Dad as his model, a man who told him to, "Work hard, keep your mouth shut and learn. I want to be remembered as one who didn't compromise his integrity."

Belmont instructors had high praise for the 2001 EAGLEs. Mary Fink, a veteran of each of several District LDP and EAGLE classes, called the group one of the best she had ever worked with. "Their focus," said Fink, "interest, and appetite for learning was superb." Instructor Richard Smith was impressed with how seriously participants took the class. "There seemed to be an approach of freshness with an eagerness to learn," said Smith. "Specifically, in the mentoring course, everyone used the time and material for genuine self-evaluation of their individual style of behavior and leadership." Harry Hollis called the EAGLE group exceptional! They were alert, inquisitive, and full of good humor. "As we discussed ways to deal with ethical issues in the workplace," explained Hollis, "I could see 'lights go on' all over the room! I trust that they gained an ethics strategy that will serve the Corps and their careers well." □



**Beryl Newsome  
2001 EAGLE Class**

# State, Corps Work on New Partnering Agreement

Story and Photos by Dave Treadway

Water is so important to the state of Tennessee that more than a dozen experts on the environment and conservation met Dec. 3 with the state's senate delegation and more than a dozen members of the U.S. Army Corps of Engineers to hammer out a new partnering agreement. That agreement will guide both the Nashville and Memphis Districts as well as the Tennessee Department of Environment and Conservation (TDEC) in future actions involving Tennessee's water resources.

The two agencies first entered into partnership in 1997. The new agreement reflects a renewed commitment to cooperation and communication to enhance the quality of life for Tennesseans.

The agreement added three new points to the partnership. In light of the terrorist attack of Sept. 11, both the state and the Corps will more closely coordinate water resource issues related to Homeland Security. Tennessee stressed the need for substantive work that is results-oriented as a new item under effective use of resources. The two agencies also agreed to treat each other as both customers and stakeholders.

David Harbin, TDEC, drew attention to the issues of water supply and water quality. "Both," said Harbin, "are very closely related and water supply will be a very important issue with Tennessee in the years ahead. Regional-ization may be one of the tools that can be used to find a solution to our water supply concerns."

Harbin pointed out that TDEC Commissioner Milton Hamilton recently convened a panel of experts in the water supply field and tasked them with crafting a water supply policy for the state. "We have a good handle on protecting the quality of our surface water," said Harbin. "We don't have as good a handle on protecting the quality of our ground water. The state hopes this year to prepare legislation that addresses the questions posed by the water supply panel."

Paul E. Davis, Water Pollution Control,

TDEC, provided a good example of the changing public perceptions on water issues.

"Earlier this year," said Davis, "the state issued a discharge permit for the largest wastewater treatment plant in middle Tennessee. That same week we issued a discharge permit to the largest chemical manufacturing plant in Tennessee. Then in that same two-week period, we issued a permit for a small south-central town to withdraw a half-million gallons of water from the Buffalo River. Of the three, only the water withdrawal permit received a request for a public hearing and that hearing drew 350 concerned citizens. This is just one example of how the public (is more concerned about) resource management."

Bill Barron, the Lead Hydraulic Engineer with the Nashville District, said the state's

## Process

interest in water supply is on target.

"Water supply," said Barron, "is a responsibility of the state and local governments. The Corps can offer assistance via the Planning Assistance to States Program. Under this program, the Corps can perform a needs analysis with a view toward the future, and several types of assessments to see what might be the most practical solution. One might be to reallocate storage at Corps dam and reservoir projects. When that is done, the Corps takes one of the original purposes of the dam or lake, such as hydropower and reassigns some of that storage to water supply. The Water Supply Act of 1958 allows the Corps to then charge the user for that storage."

He explained that the J. Percy Priest Water Reallocation Report is now complete and out for public review and comment, based on requests from five potential users, three of which are the cities of Murfreesboro, Smyrna, and LaVergne.



**District Engineer LTC Steve Gay speaks with Emily Booker (left) who represented Senator Fred Thompson, and Jeb Beasley, who represented Senator Bil Frist at the partnering meeting.**

Both the Center Hill Report and the Dale Hollow Report were released later last month.

Rick Sinclair, Deputy Commissioner, TDEC, felt that drawing specific attention to protection of water supply issues in the new partnership agreement was imperative. He saw water supply coordination as a key part of the agreement infrastructure.

"I know the Corps has increased security at the various lakes and powerplants," said Sinclair, "but an emphasis on coordination of all issues related to Homeland Security could only improve the way we work together on water quality and water supply."

The Corps' Steve Eli, Chief of the District's Planning Branch, spoke about what it meant to partner with the Corps. "It takes a non-federal sponsor, (to partner with the Corps) it takes an authority from Congress to do the work, and it also takes funding. A sponsor must be a public entity that has a revenue source and that can own real estate. The sponsor must also be willing to operate and maintain a project after it is completed. Of course they must also share in the cost of construction."

Eli pointed out that Congress has already given the Corps of Engineers authorization to perform certain types of work under certain limitations when that work is properly justified through a feasibility study. "We are always looking for opportunities," said Eli, "to strengthen

**Continued on Page 13**  
**See State**



# Cooperation Key to Meeting With Metro

by Dave Treadway

Nashville District leaders met with Metro officials and Jason Spain of Congressman Clement's office at the end of November to discuss a new partnering agreement and issues of mutual concern. Cooperation was the order of the day.

Diane Thorne, who represented Mayor Bill Purcell, set the tone for the meeting when she said, "I look forward to working together, sharing and solving problems before they get out of control." LTC Steve Gay, District Engineer, told the group, "We have had a formal partnership for some years now and it has been very useful. I believe we can improve it here today."

Dave Day, the District's Deputy for Project Management, moderated the meeting and detailed ways to improve the agreement. He also charged attendees to work on a process for agreement on priorities of what one agency is doing for the other. With that prioritization, "Then the Corps," said Day, "would make sure we incorporate that into our budgeting process and plans for future work. Those

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## State (Continued from Page 12)

the relationships between the Corps of Engineers and the state of Tennessee."

Ron Gatlin, Nashville Regulatory Chief, spoke about the three goals of the Corps' Regulatory program — to protect the aquatic environment, enhance the efficiency of what the Corps does, and to provide fair and reasonable decisions to those entities seeking permits. He explained the Congressional Authorities that govern the Corps, the Rivers and Harbors Act of 1899 and the Clean Water Act of 1972. "In the state of Tennessee," said Gatlin, "where those authorities have no jurisdiction, the state's Aquatic Resource Alteration Permit (ARAP) Program compliments the Corps program very well."

Lieutenant Colonel Steve Gay, District Engineer in Nashville, pointed out that Tennessee and the Corps of Engineers have a long history of working together on important issues. "I know," said Gay, "that we can continue that tradition for many years to come." □

who are in planning know about establishing criteria, leveraging, and coordinating funding sources. If we could come out of the meeting today with ideas about how we are going to do that, then there will be some opportunities for Administration and Congressional views and action . . . on priorities for Metro Nashville."

## Process

Mark Macy, Public Works Director of Engineering, voiced his optimism, "We are already leveraging our funds and we are as close as we have ever come to developing a storm water program for Nashville. If we can implement a storm water program, we think there will be unique opportunities for us to do some long-term planning. If we can establish some dedicated funding for storm water, we would allocate a portion of that program."

Some brought questions to the meeting and others briefed specific programs. Randall Dunn, Metro's Acting Director of Public Works, asked, "What authority does the Corps have when you run into a situation like we have on Mill Creek where homes are in the floodplain but landowners don't want to leave their homes although they know they are in danger of flooding?"

Sue Ferguson, a Plan Formulator for the Corps, told him, "We have discussed that with Metro, and it is possible to condemn the home and force the landowner to move, but that is the extreme option." Ferguson also explained the process used by the Corps to justify work on an idea to advance it to the point where it would be considered worthy of project status and commitment of funds.

Environmental Scientist Laura Mahoney, Nashville District, discussed brownfields and opportunities for redevelopment of those former industrial sites. "We will present a forum in March open to the community to discuss brownfields, kind of provide an education opportunity to explore these kinds of projects. One example might be a site along the river that involved a wetlands permit, or a floodplains permit. Then we might be able to use money from Planning Assistance to States or some other authority for ecosystem restoration. We want to leverage the

Corps into opportunities Metro has initiated."

The Corps' Ron Gatlin explained the types of permits issued by Regulatory Branch. "Our goals," Gatlin explained, "are to protect the aquatic environment, to be efficient in what we are doing, and to make fair and reasonable decisions. Our two authorities under which we operate are Section 10 of the Rivers and Harbors Act, which Congress enacted in 1899 to protect the navigable capacity of waterways so interstate transportation can take place, and the Clean Water Act of 1972."

Ferguson also discussed the portion of Mill Creek watershed that lies within Davidson County. She said Mill Creek is a candidate for a Feasibility Study since a Recon Study has already been completed. On the question of how long it might take to complete a flood control project on Mill Creek, Ferguson explained how that would be determined by what the Feasibility Study recommended. Landowners, she further explained, who are unwilling to participate when their property is affected, could stonewall the process. Therefore a neat timeline could not be placed on a yet-to-be-named project for Mill Creek.

"We have a lot of greenway opportunities," said Macy, "that we want to stay plugged in on, and in the past we have used the Corps program to help protect some of our facilities along the stream bank, and we want to make sure that option is still there."

Ferguson explained how one lays out the road system, protects the floodplain, puts in the greenways - linked in this case to the Mill Creek system - and puts schools, roads, etc. on any creek that is undeveloped.

"The stream studies," said Ferguson, "can be used to detail the greenways and other features along the stream." She said all studies included the greenways option.

Water quality and water quantity were subjects of great importance to Bob Wingo, Metro Public Works. "I'm glad you're talking about water quality because I want to give you an update on what Water Services has been doing to impact water quality. Since the late '60s, we have

**Continued on Page 15**  
**See Metro**

# The Corps Crowd

## **Congratulations to...**

...Nashville's most recent Army Ideas for Excellence Program suggestors!

...Mr. Leonard Rankins (OP-WOL/P) suggested that a safer work environment would be established if platforms, hand-rails and ladders were put in place to facilitate the rework of station generator air coolers.

...Mr. John C. Skinner (OP-KEN/L) for his suggestion that an official form be used for the transfer of locks, keys, and tags during dewatering and other crucial activities. Mr. Skinner's form can be modified to fit particular needs.

... Steve Miller, Power Plant Manager/Trainer, Operations Division, received the Founder's Award, the highest honor conferred by a local Lodge of the Order of the Arrow, Boy Scouts of America.

...Jeff Ross in his selection as Chief of the Navigation Branch, Operations Div.

...Real Estate Division for winning the Christmas decorating contest. They won with carolers, decorations, a live nativity scene, and a train running under the tree. First prize was a pizza party!

...The Christmas Angels at the District Office who helped needy families this Christmas through Second Harvest outlet in Donelson: Jim Brady, Yvonne Hamilton, Lyla Lewis, Tim McClesky, Herb Sharbel, Andreas Patterson, Sandy Beault, Linda Adcock, Sue Ferguson, and Geneva Hartbarger.

...Glenn Warren (husband of Carol Warren, Executive Officer) on his new Lullaby Music CD, "Mama Will Rock You to Sleep" on Glenn's own record label, Great American Country Records. The CD is just in time for Glenn and Carol's new grandbaby due any day. The CD features the future daddy, Chris Warren (Glenn and Carol's youngest son), with a special performance by older son Glenn Warren II. Most songs were written by Glenn.

## **Welcome...**

...Corazon Mundy, Accountant, Finance and Accounting Office, returned to work Dec. 26 after a 7-week absence.

... Charlynn Reichardt, the new secretary to the DPM.

## **Farewell to...**

...Sandy Jorah who retired on Dec.28. She moved to Michigan to be closer to

family. She says that you've all been wonderful to work with. She will miss you all and will be thinking of you in Michigan (especially when the snow flies!!)

...Pete Danielson, "Thank you for the great retirement lunch and gift. I have enjoyed working with everyone in the District and I will honestly miss not being there. For the first time in my life I will be self employed. Happy New Year.

...Bill Parsons, Maintenance Worker, DAL/P, who retired Jan 3.

## **Baby Brigade to...**

...Dan and Wendy Dowlen on the birth of their first child. Daughter Hannah Marie Dowlen was born July 22 at Baptist Hospital. Dan is a Lock Operator at Cheatham Lock.

...Dane Owens, Auditor in the Internal Review Office, on the birth of his second granddaughter. Macey Monae Upchurch arrived Dec. 21.

## **Sympathies to...**

... Don McMillan, Goodwill Industries (Mail Room), whose son, Arriago-Hosea' Chez Alexander McMillan, passed away on Dec. 31 at age 18 after a lengthy illness.

...Tom Cayce on the passing of his mother, Josephine Cayce, in early December.

... Helen Huey on the death of her husband Joe Huey on May 9. Joe retired as the district comptroller after more than 30 years service with the Corps.

...William (Bill) Christian, retired former Corps BSFNRR real estate appraiser, on the death of his wife on Dec 17.

...LTC Pete Taylor on the death of his mother, Rita. She passed away on Dec 27.

...Carol Haynes, EEO, on the death of her stepfather, Mr. Bertram Nichols.

...Emily Haltom Antle on the death of her husband, Jordan L. Antle. He was the chief of Real Estate for the Nashville District and was involved with Percy Priest Dam, Old Hickory Dam, Wolf Creek Dam, Tennessee-Tombigbee Waterways. He served 36 years with the Corps.

## **Thank you from...**

...Billie Boyd, "I would like to thank everyone for cards and concern when my father passed on June 11. Even though he donated his body to science, not having a funeral, the cards and thoughts made the closure easier. Norman and I would like to take the opportunity to say thank you to

all who donated leave to me during his illness and carotid artery surgery. Words cannot express the gratitude we have for the caring by our Corps family."

...IM who outdid itself with its generosity to the Salvation Army Angel Tree Program. Even though they were limited on the number of gifts, they still provided "special wishes" along with shoes, coats, socks, and pants for each "angel".

...Tram N. Pollock, who just wanted to let everyone know how much she has enjoyed working with everyone in the Nashville District, and that she will carry 16 years of countless memories with her, particularly the Jack Baker/Oil and the Neil Clark's Christmas turkey incidents.

...James A. Mowery, wants to thank everyone for their kindness during this difficult time. The flowers, cards, E-mail and phone calls helped him get through.

...Tennese M. Henderson, "I would like to thank each and everyone of you for the leave donations that I received during my maternity leave. I now have a healthy baby boy, Milton Javari Henderson, who was born on Aug. 8."

...David Hendrix, "My family would like to extend our thanks to those who contributed to the aluminum can recycling program during 2001. Since Alex's death in 96, the Fund has provided \$7,500 in college scholarships to student athletes. Thanks and have a great New Year."

...Carol Haynes, "I've known that the Corps comes through during tough times, and you have come through for me this past year when I lost two of my greatest champions, my mother and my stepfather. Your thoughts and prayers, cards, calls and hugs continue to uplift my family and me. A special thanks to my EEO Office Team, and a heartfelt *Thank You* to the District for demonstrating that "the Corps Cares."

...Leslie Williams, Administrative Assistant, MCA: "I cannot thank you enough for your expression of kindness during my recuperation from surgery. It is nice to know that there are workplaces that can come together and support one another when in need. Again, I thank you for your generosity and God bless each and every one of you!"

...Anita Taylor, Construction Office Assistant, Upper Cumberland, Pineville, KY, would like to thank the Corps family for the cards, flowers, and phone calls at the passing of her sister. □



## Metro

### Continued from Page 13

been doing major water quality assessments in the Cumberland River and we have data for a complete water quality model on the Cumberland River that we put together with Vanderbilt University. We continuously add data to the model. This was used as we secured our water use permit on three major facilities we have discharging into the River. We have also been conducting water quality assessments in all of the major and minor streams in this area.

"We have water quality data on Mill Creek, Richland, and Whites Creek. We are actually looking at the sources of pollution, whether the pollutants that are showing up in the stream now are from animal or human sources. We are able to quantify the type and determine the source of the pollution in the streams.

## Build a Forrest

### Continued from Page 7

"The public has been great to provide to the Friends of Dale Hollow Lake the cash donations necessary to purchase all the trees," said Ronnie Smith, Resource Manager of Dale Hollow Lake. "The Corps of Engineers has not had to purchase a single tree out of this restoration project."

The first phase of this massive tree-planting campaign recently got underway as the scouts and their volunteer leaders worked in teams of 15 on the island adjacent to Lillydale Campground, used for primitive camping.

Corps of Engineers Rangers and other staff members worked closely with the scouts, as they dug and widened holes, tugged and carried trees, mulched, and staked the trees for stabilization. The scouts also cleaned up the entire island by picking up limbs, roots, and rocks that had been scattered by the removal of the dead loblolly pine trees.

After their trees had been planted, the scouts made their way back to their campsites with a feeling of accomplishment – and a big appetite. Their contribution of helping to restore the forest back to Lillydale Campground is part of an ongoing effort that continues still, as Corps of Engineers personnel, contractors, and volunteers carry on with further tree planting efforts to restore the natural beauty to these areas. □

"What we will now do," said Wingo, "is go back to the state and ask them to move regulated stream segments off their impaired water list for sanitary sewer overflow because we are finding that the sanitary sewer overflows are not occurring. The pollutants are coming from urban runoff.

"Water supply is also a big issue for us," concluded Wingo.

Operations Chief Mike Ensich discussed security measures near Corps lakes and the reasons for that security. He said reassessment is constant and changes may be made based on many factors. On the Cumberland, security is the responsibility of the Corps, working with local law enforcement, while on the Tennessee River, the Corps shares that issue with TVA. He encouraged liaison with Corps officials when metro employees plan work such as water sampling that might put them in close proximity to Corps structures. "Unfortunately," said Ensich, "I think this is something we are going to have to live with for the foreseeable future."

Tommy McBride, Metro Police Officer in charge of the areas surrounding both J. Percy Priest Dam and Old Hickory Dam, explained why he enjoys his relationship with the Corps. "We appreciate the agreement currently in place with the Corps because it gives us two or three extra cars to patrol the areas within our jurisdiction, and that helps us out tremendously."

The end result of the meeting will also be a new formal partnering agreement, now in the draft stages. □

## Bottom Line

### Continued from Page 3

Clarksville, Tenn., due to a house fire concerns me. You, your family and your fellow employees need to safely use alternate heating devices at home and at work. Electric space heaters, kerosene heaters, and wood stoves are all comforting but potentially very dangerous. Here are some space heater safety tips from our Safety Office.

- Use alternate heating devices in well-ventilated areas far away from flammable objects!
- Inspect heaters to make sure they are in proper working condition. Make sure they have a shut-off switch that turns the heater off if it falls over.
- Ensure your smoke detectors work! 60% of all fire fatalities occur in homes without a working smoke detector.
- Plan and rehearse exit drills at home and at work.
- Use only *kerosene* and not gasoline in kerosene heaters. Never refill them indoors.
- Install a carbon monoxide detector in your home if you use a fuel-burning heater such as a gas furnace, wood stove or kerosene heater.

By taking these precautions, we will all have a safe New Year!

Thanks again to everyone in the District for your service. Please join me in establishing your own priorities or resolutions to help make 2002 the best year possible for your personal and professional life.

Make a Difference! □



Photo by Ed Evans

At a recent VOICE meeting, Lyla Lewis, under the direction of A-I Fire & Safety, demonstrates the proper use of a carbon dioxide (CO<sub>2</sub>) Type B fire extinguisher on an oil fire.

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# Northwest-Shoals Community College Trains Lock Operators

by Steven Foshee

**N**ashville District's Lock Operators on the Tennessee River were recently trained at Northwest-Shoals Community College in Muscle Shoals, Alabama. They will graduate this month and be assigned to several of the District's 14 locks.

Mike Witt, director of business and industry training at Northwest-Shoals Community College Services Division, worked closely with the District's Bill Bennett and Gerald Choat to develop a training program that would provide both academic instruction and hands-on training. Since 1968 the Corps has used the resources of local colleges in the District's seven-state area to further enhance training for 111 new lock operators.

The seven-month training program at Northwest-Shoals included computer interactive courses, which evaluated mechanical maintenance, print reading and hydraulic drive systems. This year's

graduates are Brain Brewer, Donald Dean, Terry Forshee, Patrick Henson, Josh Lowery, Carl Scott, Steven Stoneburner, and Dennis Wiley.

"We knew some of the men had been out of school for some time," said Witt. "Traditional classrooms can be stressful for students returning after a long absence from school, therefore we provided training that gave each man the opportunity to control his own progress, allowing time to study material for our classes as well as the materials covered at the lock."

Trainees worked at Wilson Lock and Dam two days a week and attended classes on the college campus three days a week.

"Our keyboarding and computer instructors were knowledgeable," explained trainee Carl Scott, "and made us feel comfortable in the classes. Computers are an everyday aspect of our job and my skills have improved dramatically." □

## Grab Your Camera!



### Two questions:

1. Did you like the new District calendar?
2. Where is your camera?

What's the connection? Well, if you liked the calendar you can make it even better next year. We'll do the dates, you do the photographs.

During 2002, photo contests will be held in March, June and September. Winners will be published in the 2003 District Calendar with photo credits.

Photos must be submitted by March 1st for the first contest, June 1st for the second, and September 1st for the third. A total of 14 photos will be selected for publication in the 2003 calendar.

Winning photos will also be featured in the District Digest and photographers will receive a winner's certificate.

Subject matter must pertain to the U.S. Army Corps of Engineers, to include such subjects as recreation, Corps employees, hydropower, water safety, navigation, emergency operations, and flood control, to name a few.

Submit photo entries as either color prints or digital computer images (preferably JPG format) to Steve Foshee, Public Affairs Office. □